OVERVIEW

Most leadership development approaches are inside out. They start from the assumption that by increasing a leader’s competencies or building on their strengths that business results will improve. We don’t agree. We start from the outside-in, with the stakeholders of your business, to determine what they need and only then do we build the leadership competencies that deliver on those needs. This starting place is important because it makes the development process more business value driven. It’s now about building on your strengths that strengthen others.

We invite teams of high-potential leaders to join us in Park City, Utah for six days of immersive development with RBL’s leadership experts. These six days are divided into three days of classroom learning, a two-month action learning project, and three more days of classroom learning. It’s the ideal blend of theories, tools, and application to build required leadership skills.

Our curriculum is guided by our best-selling books, Leadership Brand and The Leadership Code. This perspective provides a synthesis of the best research into what makes effective, customer focused leaders. You will attend this leadership experience with a team from your company along with teams from four or five other companies. This helps build your network as well as providing you with different perspectives on how to apply the frameworks.

Participation is limited to teams of five high-potentials from six companies.
Action Learning Projects
Apply concepts and methodologies learned in Phase 1 by working on real projects

Coaching (optional)

Pre-Reading

Modules 1-3 (three days)
1 Leadership Brand & Mind of the Strategist
2 Building the Next Generation
3 Ensuring Execution & Leading Change

Assessment
Leadership 360°

Modules 4-6 (three days)
4 Engaging Today’s Talent
5 Invest in Yourself
6 Turn Feedback into Change

Post Assessment
Leadership 360°

Pre-work  Onsite Phase 1  Application  Onsite Phase 2  Post-work
ONSITE LEARNING

Your team of 5 high-potential leaders will join four or five companies to experience two robust learning sessions in Park City, Utah where RBL faculty will introduce core models, frameworks, and practical tools for leadership excellence in a highly competitive, global environment. The design of the program enables teams to share and learn best practices from each other and from the other participating companies.

PHASE 1: Leadership from the Outside-In

Module 1
Leadership Brand & Mind of the Strategist

Module 2
Building the Next Generation

Module 3
Ensuring Execution & Leading Change

PHASE 2: Developing Talent for Today and Tomorrow

Module 4
Engaging Today’s Talent

Module 5
Invest in Yourself

Module 6
Turn Feedback into Change
PHASE 1: Leadership from the Outside-In

1. Leadership Brand & Mind of the Strategist: Creating stronger leadership and a vision for the future

A strong Leadership Brand increases investor & customer confidence in the future. Strategists, a key piece of Leadership Brand, must have a point of view about the future to set direction and/or align their organization/team to a direction. In order to do that they must take a customer centric view to what they do, tell stories to communicate intent and build organization capabilities that have traction.

2. Human Capital Developer: Building the next generation

Next Generation Developers understand the implications of the strategy for the future and then build the next generation. They do this by mapping the workforce, creating a strong employee brand, helping others to manage their career, and finding and developing technical talent needed for the future.

3. Ensuring Execution & Leading Change: Translating strategy into action

Executors turn aspiration into action. They make change happen by following a change discipline, ensure accountability so that what matters is what happens, and they have a decision protocol to ensure speed of change.
PHASE 2: Developing Talent for Today and Tomorrow

4 Talent Manager: Engaging today’s talent

Talent managers ensure that people stay engaged in the process of executing results. Successful talent managers create aligned direction, communicate, provide resources and create a positive work environment.

5 Invest in Yourself: Increasing personal proficiency

This module focuses on the leader as an individual by exploring predisposition and aptitudes. Leaders must invest in themselves so that they can deal with pressure. Topics include staying physically fit, maintaining intellectual agility, the importance of an ethical foundation, keeping a social network, and staying emotionally stable during change.

6 Turn Feedback into change: Building from strengths and opportunities

Participants will receive their RBL Leadership Code™ 360 feedback from their boss, direct reports, peers, and self. Getting feedback and identifying areas of strength and opportunity is key to effective personal change. Leaders will build their individual development plan based on the results they want to achieve, not on their weakest scores. This deliverable provides them with a guide to their future: a results-based, stakeholder-based, and differentiated development plan.
OFFSITE APPLICATION

Learning is accelerated when it is applied and when the consequences of choices are visible. RBL’s ART of Leadership offers application and support for the learning beyond the classroom.

PRE-WORK
To hit the ground running, participants will review a couple of short videos/articles. We know our target audience is busy, so the pre-work will be short, but focused.

LEADERSHIP 360 (INDV.)
Participants will receive targeted 360 feedback through RBL’s market-leading Leadership Code 360, which include scores relative to global norms for leadership excellence.

ACTION LEARNING (COHORT)
Between Phase 1 and 2, teams will receive a targeted, group coaching session from RBL faculty to discuss application of the key concepts and tools to their specific organizational challenges.

POST PROGRAM FOLLOW-UP
RBL faculty will follow up 45-60 days post-program to reconnect and discuss future action planning with each team. We also recommend Individualized coaching (optional) for developing key actions from the ART of Leadership experience.
Facilitators

Norm Smallwood is co-founder of the RBL Group (with Dave Ulrich) and a recognized authority in developing businesses and their leaders to deliver results and increase value. He has co-authored 8 books on strategy, capabilities and leadership. Prior to this, Norm was a founding partner of Novations Group, Inc. where he led business strategy, organization design, and human resource management projects and before that with Exxon and Procter and Gamble. In 2010, the Harvard Business Review recognized Norm as doing “innovative and ground-breaking work on effective leadership.” His current work relates to increasing business value by building outside-in organization, leadership, and people capabilities that measurably impact market value.

Jessica Johnson is The RBL Group’s Managing Director for North America. Jessica serves as an executive coach, teacher, and facilitator, and is dedicated to advancing the fields of Leadership and Strategic HR by connecting leaders with practical tools, leading edge theory, and opportunities to learn from each other. Prior to RBL, Jessica worked with Cisco in strategic marketing where she consulted with various stakeholders within and outside of Cisco and provided analysis to promote data-driven strategy decisions. Jessica holds an MBA from Brigham Young University and lives in Springville, Utah.
**Jade White** has over 20 years of experience in the HR and leadership development fields, both internally and as a consultant. He has held leadership roles at Mars, Allianz, Capital One and Cendant with a focus on learning and leadership development, talent management, organization design, strategic HR, and business partnering. Prior to joining The RBL Group, Jade was the Global HR Capability Director for Mars, Incorporated where he led the development of HR associates across the globe. Jade has a Master’s degree in Education and Human Development from George Washington University.

**Nate Thompson’s** areas of expertise include building high value-added business strategies together with powerfully aligned and actionable implementation plans, helping companies identify and create organization capabilities that will add the greatest value to customers and shareholders, and helping senior leaders analyze their company’s leadership and HR competency models to bring them into alignment with their overall business strategy. Before coming to RBL, Nate worked at Intel, where he had considerable experience in survey design, analysis, customer experience, and channel marketing. He speaks fluent Mandarin Chinese and holds a master’s degree in business management and organizational behavior.

**Michael Phillips’** work is focused on leadership development and organizational change management. He is an expert in the development and roll-out of online performance and talent management systems. He consults extensively with organizations as they work to develop stronger leadership and deal with significant change. Known for his dynamic teaching, lecturing, and group facilitation, Michael has designed and taught courses for every level of learner, from grade-schoolers through graduate students, working professionals and retirees. Prior to his consulting career, Michael was a university professor. He holds a Ph.D. from the University of Chicago.
A program created by thought leaders for top future leaders.

Norm Smallwood is a recognized authority in developing businesses and their leaders to deliver results and increase value. His work focuses on increasing business value by building “outside in” organizations, leadership, and people capabilities that measurably impact market value.

As one of the world’s leading business thinkers, Dave Ulrich has a passion for ideas with impact. He has been ranked as the #1 management guru by Business Week, profiled by Fast Company as one of the world’s top 10 creative people in business, a top 5 coach in Forbes, and recognized on Thinkers50 as one of the world’s leading business thinkers.
Details

Space is limited to six participating companies. To reserve a place for your company or get more information, email rblmail@rbl.net

**Participant Profiles:** Leaders and high-potential "who’s next" leaders

**Program Dates:** Phase 1: Oct 18–20, Phase 2: Dec 6–8

**Cost per company:** US $ 24,500.00*

**Participants per company:** Up to 5 participants**

**Single Participants:** Possible to attend as a single assuming we can form a cohort from at least 4 different companies

*Includes all program fees, materials, group coaching sessions and Leadership Code 360 group/individual feedback reports. Also includes meals during the conference. Travel, lodging and evening meals are not included in fee. RBL will negotiate rates with local hotel for program participants.

**Cost per company is the same regardless of the number of participants attending."